

**\*C5**

**PERMANENT COST BASE REDUCTION PLANS: Q4, 2024**

<b>PURPOSE</b>	The University's financial, operational and performance trajectory requires urgent structural change. This paper provides the approach, rationale and roadmap for structural change.
<b>PREPARED BY</b>	Vice Chancellor
<b>REVIEWED BY</b>	Provost, Chief Operating Officer, Chief Financial Officer, Chief People Officer, Chief Communications Officer
<b>APPROVED BY</b>	Vice-Chancellor
<b>SPONSOR</b>	Vice-Chancellor

<b>RECOMMENDATION</b>	<p>That Council <b>note</b>:</p> <ol style="list-style-type: none"><li>the previous Council endorsement of the need for a \$250M reduction in our recurring cost base. The recommendations in this paper have been endorsed by the Exceptional Business Committee (September 10).</li><li>the plan for achieving the first wave of reduction in our recurring cost base, specifically in salary via Change Proposals started prior to October 14, 2024.</li><li>the necessity for continued activity in 2025 to address the required structural change.</li><li>that the University has convened an Expenditure Task Force to tackle the \$150M reduction in non-salary spend. The task force will report its findings and recommend actions at the October Council meeting.</li></ol> <p>That Council <b>approve</b>:</p> <ol style="list-style-type: none"><li>the variation to the whole-of-university academic structure.</li><li>the disestablishment of the ANU College of Health and Medicine.</li><li>the change in name of three Colleges:<ol style="list-style-type: none"><li>ANU College of Law becomes <i>ANU College of Law, Policy and Governance</i></li><li>ANU College of Science becomes <i>ANU College of Medicine and Science</i>; and</li><li>ANU College of Engineering, Computing and Cybernetics becomes <i>ANU College of Systems and Society</i>.</li></ol></li></ol>
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**ACTION REQUIRED**

☐ For discussion

☒ For decision

☐ For information

**CONSULTATION**

☐ Staff

☐ Students

☐ Alumni

☐ Government

☐ Other

☒ Not applicable

## EXECUTIVE SUMMARY

This paper provides a high-level overview of the University's financial position, the controls and steps undertaken to curb increased expenditure in a reduced growth environment and the proposed next steps to realign the University to remove \$250M from the cost-base of the University. Reductions will come from salary and non-salary expenditure.

The Council is requested to review the prepared paper following the Vice-Chancellor's presentation to Council on 23 September 2024, and endorse the following:

1. The variation to the whole-of-university academic structure
2. The disestablishment of the ANU College of Health and Medicine.
3. The change in name of three Colleges:
  - a. ANU College of Law becomes *ANU College of Law, Policy and Governance*
  - b. ANU College of Science becomes *ANU College of Medicine and Science*; and
  - c. ANU College of Engineering, Computing and Cybernetics becomes *ANU College of Systems and Society*

The Vice-Chancellor will provide an update on the \$150M reduction through non-salary costs at the 4 October 2024 Council meeting.

## BACKGROUND

In Q4 2023, Council approved a growth budget (see Figure 1). The 2024-28 Financial Plan (the Plan) was designed to achieve an operating surplus by 2026 through growth in revenue. This was done to ensure the University could return to a financially sustainable position. The Plan was underpinned by growth in revenue via increases in student numbers, as well as cost reductions to climb out of several years of persistent deficits. The University has not met the Plan's 2024 target for growth or expenditure and remains on an unsustainable trajectory.

Profit and Loss									
	Actuals				2024-2028 Financial Plan				
	2020 Actuals	2021 Actuals	2022 Actuals	2023 Actuals	2024 Budget	2025 Forward Estimate	2026 Forward Estimate	2027 Forward Estimate	2028 Forward Estimate
Net Surplus / (Deficit) INCL Depreciation before Extraordinary Items	(162)	30	(117)	(132)	(61)	(9)	30	67	104
2020-2028 Cumulative Surplus / (Deficit)	(162)	(132)	(249)	(381)	(442)	(451)	(421)	(355)	(251)

Figure 1: University Approved Budget 2024-2028

The University did not achieve the growth in student numbers in Semester 1 as set out in the Plan, and despite interventions, also failed to achieve the required growth in Semester 2. Combined with previously unaccounted for liabilities, as well as staffing growth in Q1, rather than the projected \$60M deficit for 2024, we are facing a ~\$202M forecast deficit for 2024 (see Figure 2)

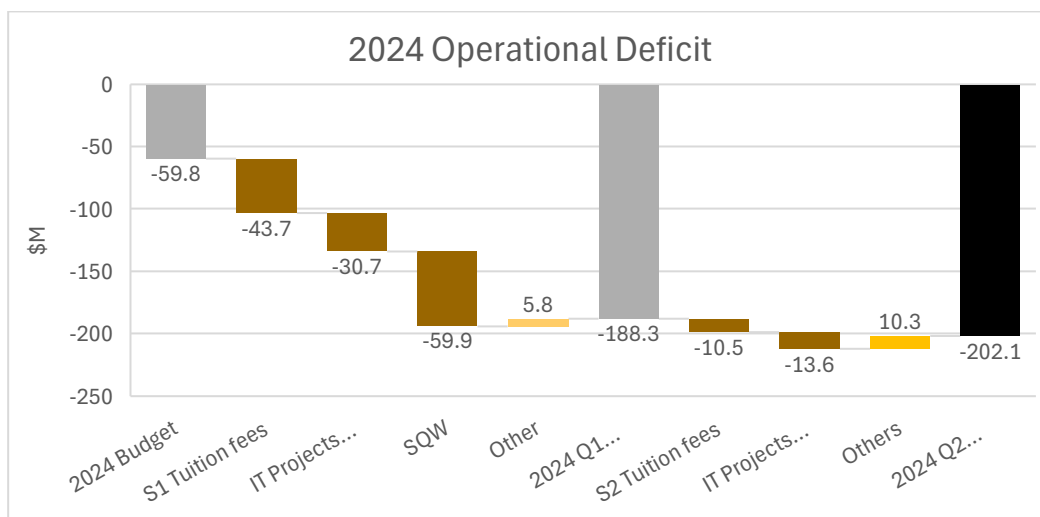


Figure 2. 2024 Operational deficit – Budget to Q2 Forecast

Today, the University is facing a substantial financial challenge. This is not a new challenge. Our expenses have steadily climbed since 2019 and our revenue has not kept pace. Since 2021, there has been 8.9% growth in expenses, whilst revenue has grown only 3.5%. As a result, the University has gone from a reported surplus to a persistent operating deficit, with more than \$600M in cumulative operating deficits since 2020. The 2023 operating deficit was \$26M higher than budgeted. Without intervention, our cumulative deficits are forecast to rise ~\$850M by the end of 2025 (see Figure 3).

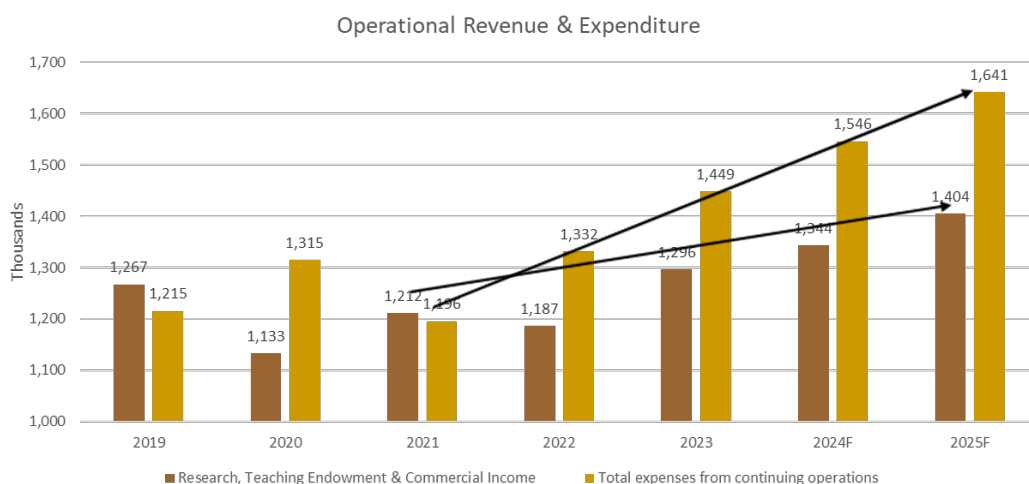


Figure 3: Operational Revenue and Expenditure, 2019-2024, with projected 2025 numbers

To address the ongoing financial challenge, throughout Q2 and Q3 2024, the Strategic Leadership Group (SLG) introduced a range of financial controls – targeting salary and non-salary spend (see Figure 4). SLG introduced a centralised hiring committee and imposed a set of new guidelines regarding the management of financial liabilities. SLG also worked to proactively tackle our leave liabilities. SLG has also grappled with cultural change needed to support these controls. Although these actions have not significantly reduced the 2024 forecast deficit, they are halting further deterioration. Furthermore, these new controls will ensure the basis for better financial discipline.

Risk	Action/Control	Status	Owner
Immature Finance Culture	Strategic Leadership Group (SLG) finance focus to create shared financial literacy & accountabilities	SLG incorporates monthly financial results overview, highlighting overall University financial position (previously quarterly).	VC
	Budget accountability	R fund overspend will impact following year budget allocation (March 2024) End R Ledger Carry Forwards (March 2024) Transferring across ledgers controlled (May 2024)	CFO
	Abolish Vice-Chancellor Strategic Fund (VCSF)	Review of 2023 activities completed. Review of 2024 commitments completed. 2025 commitments evaluated, and where possible, ended.	VC
2024 Deficit	Reforecast for 2H 2024	Issued revised full year forecasts for all areas, reducing recurring (R) and Q spend (\$46m benefit). At risk: multiple areas tracking above R-Ledger allocation.	CFO
	Manage Capital spend	Reduced 2024 Capital spend, including cancelling and deferring \$35M in 2024. Exited Sydney lease; plan to exit CBR office leases. Exploring mothballing under-occupied buildings. F&S to take "control" of all building	COO
	Recruitment Approval Committee	Commenced for all hiring. (May 2024) Second control applied to Colleges and Portfolios that are tracking over their Q2 Forecast on their combined R + Q ledgers. (30 September 2024)	CPO
Lack of Ledger control and maturity	New Ledger Controls & Rules	Q account controls: zero balance accounts closed; inactive accounts frozen (Q2 2024) Migration of Q Ledger to W Ledger where clear external source of funding (Q2 2024) Q account creation and spend will require approval by the College Dean (July 2024)	CFO
Excess Leave Liabilities	Revert Leave Liability to functions.	Annual Leave Liability reverted to functions: ongoing campaign and rostered leave in progress. Liability for Long Service Leave reverts to individual org units Jan 1 2026.	CPO

Figure 4. A snapshot of current financial risks, controls, current actions and owners

Throughout 2024, the University has faced external headwinds that are unlikely to diminish. We have seen an increasingly interventionist policy landscape, as well as heightened rhetoric regarding universities and their social license to operate. The introduction of managed growth as a policy setting constrains our domestic and international student numbers and, thus, our revenue. The impact is immediate. Our indicative international student caps for 2025 are a reduction in 2024 numbers, and the proposed modelling for domestic student placements would restrict our ability to grow student numbers for several years.

In Q3 2024, it has become clear that without structural intervention, the University's long-term financial viability continues to be at risk. To address this, Council set management the task of resetting our recurring operating costs by \$250M over the next 15 months. This means the University must reduce its non-salary spend by \$150M and its salary spend by \$100M. We agreed to take a phased and deliberate approach to this reset. We have established an Expenditure Task Force to tackle the \$150M reduction in non-salary spend that will report its findings and recommended actions at the October Council meeting.

This paper documents our approach to tackling the required \$100M salary reduction by EOY 2025.

## SUMMARY OF ISSUES

To deliver a permanent \$100M reduction in our salary spend by EOY 2025, we must holistically reshape and reinvigorate the University over the next 15 months. We will take a data-driven, principles-based and phased approach.

### External benchmarking of services and performance

The international UniForum data benchmarks the efficiency and effectiveness of university professional and administrative support services over time and enables meaningful comparisons between universities of different scales and research intensities. It is the accepted benchmark for the sector. The UniForum data shows that ANU is lowest on the benchmark in terms of overall effectiveness and normalised cost for all services (see Figure 5). Put another way, the ANU is the most inefficient, ineffective and expensive professional service environment in Australia. This external benchmarking makes clear the opportunity to fundamentally streamline and improve our approach to service delivery. The rest of the Group of Eight have already enacted these rationalising activities over the past decade.

#### OVERALL EFFECTIVENESS SCORE VS. NORMALISED COST - PARTS 1 & 2 SERVICES

Net Satisfaction (-100 to +100), Parts 1 & 2 Services, 2017 - 2023



Figure 5. UniForum data, 2017-2023. ANU (16S) is circled in red.

ANU has also experienced a decline in overall institutional performance across education, research and student experience relative to Group of Eight peers. Since 2017, ANU has dropped ten places from the top 20 in the world by QS to ranked 30th in 2024. In the same period, our Times Higher Education rank has fallen out of the world's top 50 institutions to 67th and from 2nd in the Group of Eight to 4th. We are going in the wrong direction.

### Our principles

The University's financial, operational and performance trajectory requires urgent structural change. In contemplating such a significant change to the University, we are taking a principles-based approach. Our principles include:

- Clarity of responsibilities and purpose;
- Empowered accountable owners;
- Equity of resources, support and services;
- Discipline of strategic trade-offs;
- Doing less and doing it better;
- New centres of gravity and purpose; and
- Minimise disruption to educational programs, research and high-functioning units.

### A phased approach

Throughout 2024, we have taken a data-driven, phased approach to develop a holistic understanding of our capabilities and competencies, as well as our existing service delivery models. Our three phases include:

- Realign resources to functional owners;
- Restructure resources to achieve greater clarity of responsibility, accountability and assurance;
- Reassess the level of service and support for equity, sustainability and excellence.

Throughout 2024, we have been resolving legacy organisational structural issues. This has involved reuniting various groups and functions, as well as creating some new alignments and centres of gravity, and reducing unnecessary spans of control (see Figure 6). This work ensured that there is clearer functional alignment and accountability; our new organisational structure is considerably more streamlined (see Attachment 1).

Function	From	To	Status
Libraries and Archives	COO	DVC-RI	Completed – Reporting lines changes 22 April – L&A now reporting to DVCRI. Creating an end-to-end focus on research infrastructure including the humanities, social sciences and STEM fields.
Drill Hall Gallery	COO	L&A	Completed – Reporting lines changes 22 April – DHG now reporting to the University Librarian.
CISO	COO	CIO	Completed – Reporting lines changed 20 May – ISO function now reporting to the CIO, reducing duplication in processes.
Sustainability	COO	F&S	Reporting lines changed 17 June.
Sir Roland Wilson + CAAL + GIWL	VC	Provost	Completed – July 2024. Working to ensure that academic functions report to the Provost.
ACE, OCGR	VC	COO	Completed – July 2024 – finalising reporting line transitions that commenced when COS moved to interim COO.
University House	DVC-A	F&S	Completed. Reported lines changed August 2024 allowing better integration of all University facilities.
International Strategy & Future Students	COO	DVC-A	Completed. Creation of a new PVC International and Future Students. Sept 2024. Direct appointment of interim PVC to ensure continued focus in a critical area.
Marketing, Brand and Communications	COO		Consolidation of Divisions completed. Creation of a Chief Marketing and Communications Officer. Sept 2024.
OVC/Executive Offices	OVC		Rationalised reporting lines; disestablished 3 continuing positions.

Figure 6. Resolution of Organisational structure, to date.

In Q2 2024, based on external benchmarking data, our staff sentiment, and sector best practices, SLG determined that it was necessary to centralise functional professional services, including human resources (HR), finance and information technology (ITS). Working in collaboration with the Colleges, we completed the initial realignment on 1 July 2024. 127 employees changed reporting lines from the Colleges (see Figure 7).

Whilst this work has not resulted in an overall reduction in FTE to date, it has identified inconsistencies in approach and compliance which have exacerbated our risk profile and underpins our poor ranking in the UniForum data. The realignment will help us move beyond our federated and fragmented ways of working to a model of consistent service delivery. This set of realignments creates the opportunity to develop a whole-of-university operating model with clear assurance and accountability. We are now embarking on a set of activities to determine appropriate and equitable service levels, key technological investments, best practices and standardisation which can reduce the administrative burden across the University. Over time this should also increase service excellence.

Function	Current State	Next Steps	Owner
Human Resources	Realignment completed July 57 number of FTE transferred	Defining the service catalogue, redesign of structure and operating model and identification of efficiency. Further efficiency will be enhanced with key technology investment, e.g. Service Now for HR.	CPO
Finance	Realignment completed July 58 FTE transferred	Define, standardise and reduce total finance staff.	CFO
ITS	Realignment completed July 1; 12 FTE transferred	Rationalisation of College IT infrastructure and support	CIO
Shared Services	Realignment completed; 108 people transferred, 50 to HR, 34 to Finance, 17 to ITS, 7 to F&S	Functional optimisation as above	COO

Figure 7. The realignment of functional services.

In addition to realigning functional services, we have also focused on our broader support ecosystem. This includes services supporting research, education, governance, facilities, marketing, communications and engagement across the University. External benchmarking data, best practices in our sector, and our own internal data tell us that we have considerable room for improvement and opportunities to streamline and standardise.

We will streamline our central support functions before we commence the phased realignment, reassessment, and restructuring of the broader University resources in this space (see Figure 8). This will ensure a whole-of-university operating model with clear assurance and accountability. It will also allow us to standardise our activities, reducing the administrative burden across the University while ensuring equity of access and support.

Function	Current State	Next Steps	Owner
Research services support	The DVC R&I portfolio has reviewed its current structure and composition. There is an ongoing scoping exercise to understand the research services/support staff roles in the Colleges.	Propose to commence restructuring activities for the central portfolio	DVC R&I
Education services support	The DVC A portfolio has reviewed its current structure and composition. An ongoing scoping exercise is being conducted to understand the education services/support staff roles in the Colleges and Portfolios.	Propose to commence restructuring activities for the central portfolio	DVC A
Facilities	Director F&S has completed a review of current structures and practises for asset utilisation and facilities support	Propose to commence restructuring activities	Dir F&S
Governance	CGRO is reviewing its current structure and composition and the University's policy suite. The focus of this activity is to standardise and improve governance support practices across the University.	Review governance workloads and roles in Colleges & Portfolios	Uni Secretary

Communications, Marketing & Engagement	ACE and Brand & Marketing are reviewing current structures and composition. A scoping exercise is underway to understand the communications, marketing, and engagement roles across Colleges.	Merge ACE and Brand & Marketing into a new Marketing & Communications Division.	Chief Comms Officer
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Figure 8. Realigning the support services ecosystem

### Moving from realignment to restructuring: Achieving permanent FTE reduction

Through our hiring controls, operationally, full-time employees (FTE) have contracted by 140 since 1 January 2024. The savings from this contraction are offset by growth in leave liabilities. Starting 1 January 2025, there will be an approximately \$30M annualised benefit from this contraction. We will not achieve the desired long-term financial sustainability through this kind of attrition and hiring controls alone.

In 2020, the University embarked upon the 2020/21 ANU Recovery Plan which included sixteen formal Change Proposals. The approach included voluntary separations, involuntary redundancies, natural attrition and hiring controls (see Attachment 2). We have subsequently regrown our FTE levels to the highest level ever. Our learnings from the ANU recovery plan make clear that we need a more deliberate approach that tackles the way we operate and structure our activities to ensure sustained financial reductions.

To make more sustained and permanent reductions in our salary costs, we need to begin targeted and strategic changes in the composition of our employee base. This will require formal Change Proposals in 2024 and potentially in 2025.

At ANU, formal Change Proposals are governed by the Enterprise Agreement (EA) 2023-2026 and must follow a precise schedule and flow (see Attachment 3).

In 2024, we will run five Change Proposals (see Figure 9). **To comply with the EA, ensure appropriate consultation with affected staff and the Unions, and in line with best practices, we must start no later than 14 October 2024.**

Change Proposal type	Impacted Organisation/s	Proposed Changes	Council Action Required
Realignment	All Colleges	<ul style="list-style-type: none"> <li>Retain all existing Schools and Centers</li> <li>Realign 8 Schools to different Colleges</li> <li>Reduce from 7 to 6 Colleges</li> <li>Rename 3 Colleges to reflect new component Schools</li> </ul>	Approve
Disestablish a College	College of Health and Medicine	<ul style="list-style-type: none"> <li>Transfer Schools and Centers to new homes in the University.</li> <li>Make central College administrative team redundant</li> </ul>	Approve
Reduction	Deputy Vice-Chancellor (Research and Innovation) Portfolio	<ul style="list-style-type: none"> <li>Reduced headcount from disestablishing non-aligned business and research development services, efficiencies in consolidating support services between libraries, HDR and research infrastructure support, and reduced duplication in project and executive support.</li> </ul>	Note
Reduction	Deputy Vice-Chancellor (Academic) Portfolio	<ul style="list-style-type: none"> <li>Reduced headcount from disestablishing non-aligned teaching and learning support services, changes in reporting lines creating efficiencies in student support activities and reduced duplication in project and executive support.</li> </ul>	Note
Reduction	Facilities and Services	<ul style="list-style-type: none"> <li>Reduced headcount due to efficiencies from new systems reducing administrative work, consolidation of contracted services, reduction in capital &amp; project requirements, and reduced duplication between environment and sustainability teams.</li> </ul>	Note

Figure 9: Change Proposals to commence in 2024



### Our 2024 Change Proposals.

Building on our data-driven, staged realignment of professional staff, we can now make targeted reductions in the central services while continuing to iteratively improve the underlying operating and service models across the University.

Our realignment strategy for the Colleges helps frame our 2025 strategic choices. This ensures the success of targeted actions in 2025 to achieve financial sustainability and operational excellence whilst minimising disruption.

In addition to the proposed Change Proposals for 2024, we will also need to maintain the following salary controls, including:

- Continuing approval of all roles by the centralised hiring committee;
- Introducing secondary hiring controls linked to financial sustainability;
- Managing growth in leave liabilities;
- Rationalise and standardise all positions descriptions and contracts, including Performance Based Employment Contracts; and
- Continuing to disestablish vacant and potentially surplus roles.

To achieve our overall salary cost reduction target by EOY 2025, we will need further realignment, reassessment and restructuring activities in 2025. These may result in further targeted Change Proposals in 2025.

We will bring a more developed plan for next year to the Feb 2025 Council meeting.

### Refocus and realign our Academic College structure

Our Academic College structure is relatively young and still evolving. We see the opportunity for changing the composition of some Colleges to position us at the forefront of education, research and engagement. This will also help us realise financial sustainability.

The ANU Colleges were first formed in 2006, grouping together well-established Research Schools, Faculties and Centres. There have been multiple iterations since 2006, most recently in 2018 with a new College of Health and Medicine, and the expansion of the College of Computing, Engineering and Cybernetics in 2021 (see Attachment 4 for a snapshot of other structures in our peer organisations).

In 2024, we have realigned our professional services and committed to developing a more unified approach to service delivery. We have also turned our minds to how best to optimise our broader support ecosystem. Taken together this work has helped us develop a clear orientation to a “one ANU” model of service delivery. Against that backdrop, this is an appropriate time to refocus and realign the ANU College structure.

The current seven ANU Colleges comprise considerable disparity in size, composition, focus and impact. There are inefficient, duplicative and fragmented operational practices, services and budgetary processes. This has exacerbated the consequential and heterogeneous performance outcomes across our education, research and student experience - as also evidenced by our continued decline over the last five years in international university rankings schemes (QS and THE).

This realignment will create and realise significant efficiencies. It will better align our current and potential education and research capabilities and allow us to more efficiently deliver on our national purpose and remit. We have been guided by the following principles:

- Keep all Schools, but not necessarily all Colleges;
- Minimise disruption on educational programs, research and high-functioning units;
- Focus on quality, distinctiveness and national mission;
- Create new centres of gravity and purpose; and
- Deliver on our human-scale university vision.

All Schools and their current education and research activities will be retained (see Figure 10 which represents the proposed new state), and Attachment 5 for further details).

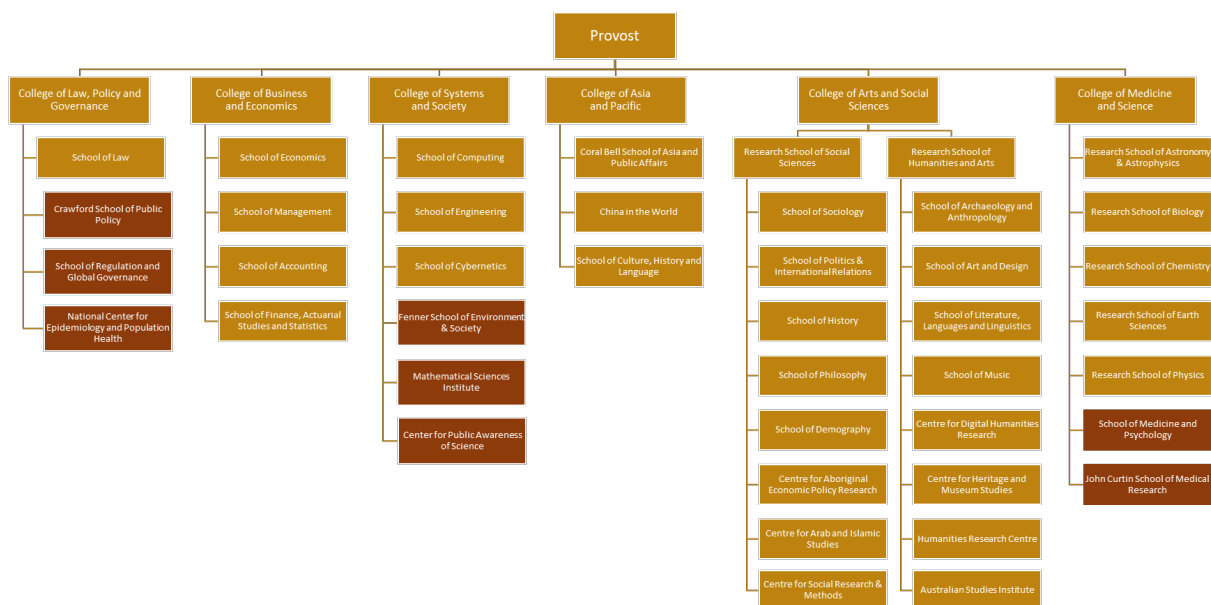


Figure 10. The proposed realignment of the Colleges, where the dark red boxes represent the relocated Schools.

We will disestablish the administrative structure of the College of Health and Medicine. The envisaged benefits of the '\$29M+ Transform' investment from the Vice-Chancellor Strategic Funds were not fully realised. We will transfer the John Curtin School of Medical Research (JCSMR) and the new (2022) School of Medicine and Psychology (SMP) to the newly renamed College of Medicine and Science (CoMS). We will transfer the National Center for Epidemiology and Population Health (NCEPH) to the newly renamed College of Law, Policy and Governance. The benefits of these realignments include:

- Collocation of infrastructure-intensive schools within CoMS maximises funding opportunities and responsible use of nationally funded resources.
- Returning JCSMR and SMP to CoMS means significant efficiencies through large reduction in education, research, engagement and communications services functions.
- New research and education opportunities through collocating JCSMR and SMP with CoMS
- New policy education and research opportunities through collocating NCEPH with the newly renamed College of Law, Policy and Governance (CLPG).

The disestablishment of CHM also presents headcount efficiencies in the College's education, research, engagement and communications service functions, together with the central administrative roles.

Our planned realignment results in reducing the number of Colleges from seven to six, with realigning eight Schools to different Colleges – whilst maintaining existing programs of education and research. We will, therefore, rename three of the six Colleges to reflect their new composition (see Attachment 4 for some benchmarking). As depicted in Figure 10, three Colleges will be renamed and redesigned. The College of Law, Policy and Governance (CLPG); the College of Systems and Society (CoSS); and the College of Medicine and Science (CoMS) will bring together key schools with complementary expertise, creating new centres of gravity and purpose, to deliver an ambitious education and research agenda serving our national mission. The College of Business and Economics (CBE), and the College of Arts and Social Sciences (CASS) will remain as established Colleges with their existing Schools, while the College of Asia and the Pacific (CAP) will be more focused on its founding mandate to advance our understanding of the Asia-Pacific region.

## RECOMMENDATIONS

The University's financial, operational and performance trajectory requires urgent structural change.

To deliver a permanent \$100M reduction in our salary spend by EOY 2025, we must start five formal Change Proposals before October 14, 2024.

That Council approve:

1. A variation to the whole-of-university academic structure.
2. The disestablishment of the ANU College of Health and Medicine.
3. The change in name of three (3) Colleges:
  - (a) ANU College of Law becomes *ANU College of Law, Policy and Governance*;
  - (b) ANU College of Science becomes *ANU College of Medicine and Science*; and
  - (c) ANU College of Engineering, Computing and Cybernetics becomes *ANU College of Systems and Society*.

## ATTACHMENTS

- 5.1 Organisational Charts.
- 5.2 Learnings from the implementation of the ANU Recovery and Financial Health Plan
- 5.3 Change Proposal structure and flow at the ANU
- 5.4 National and International Peer Organisational structures
- 5.5 A detailed summary of the variation in whole-of-university academic structure

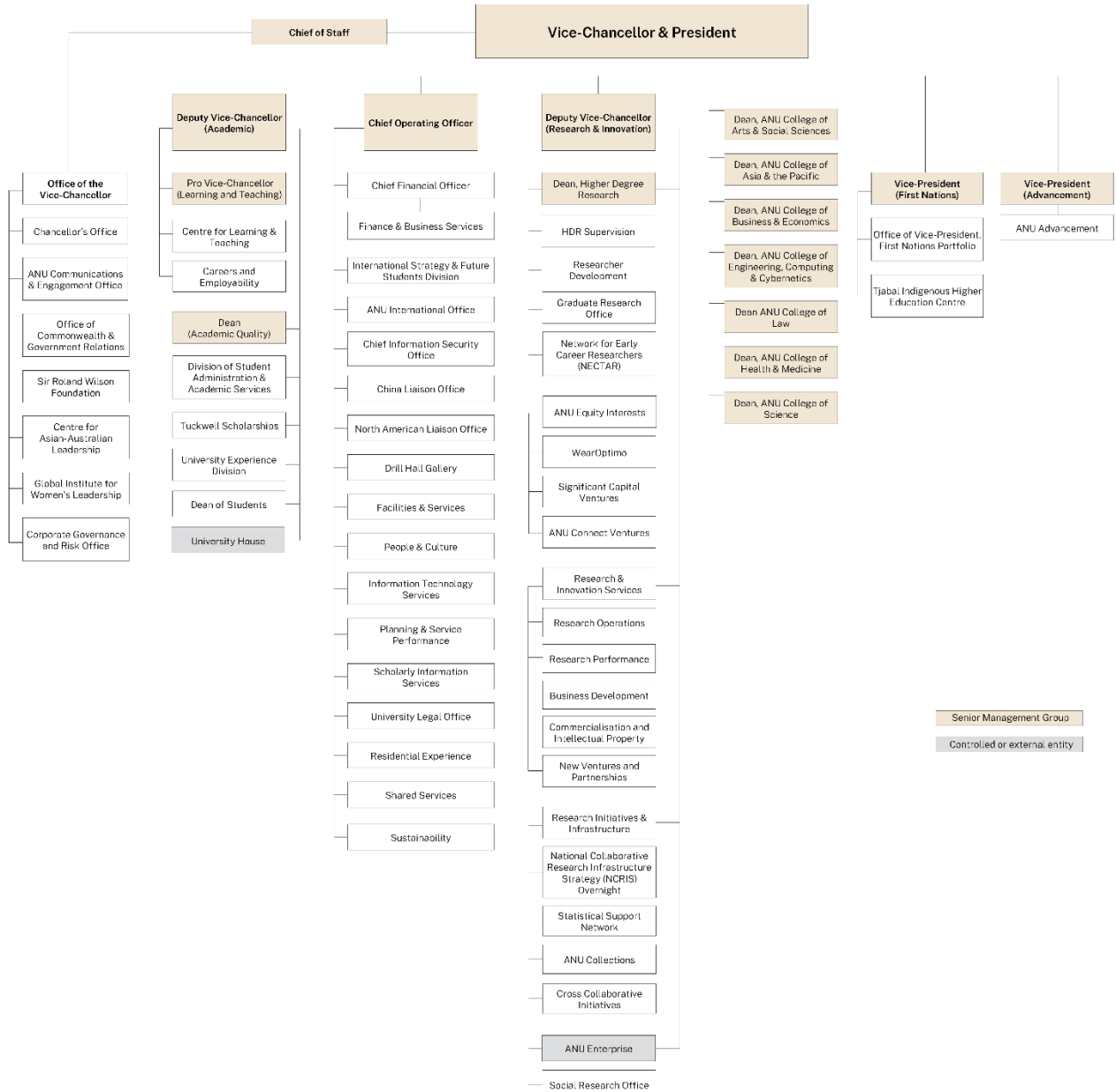
## ATTACHMENT 1. ORGANISATIONAL CHARTS

State at January 1, 2024

### ANU Executive

Organisational Structure

December 2023

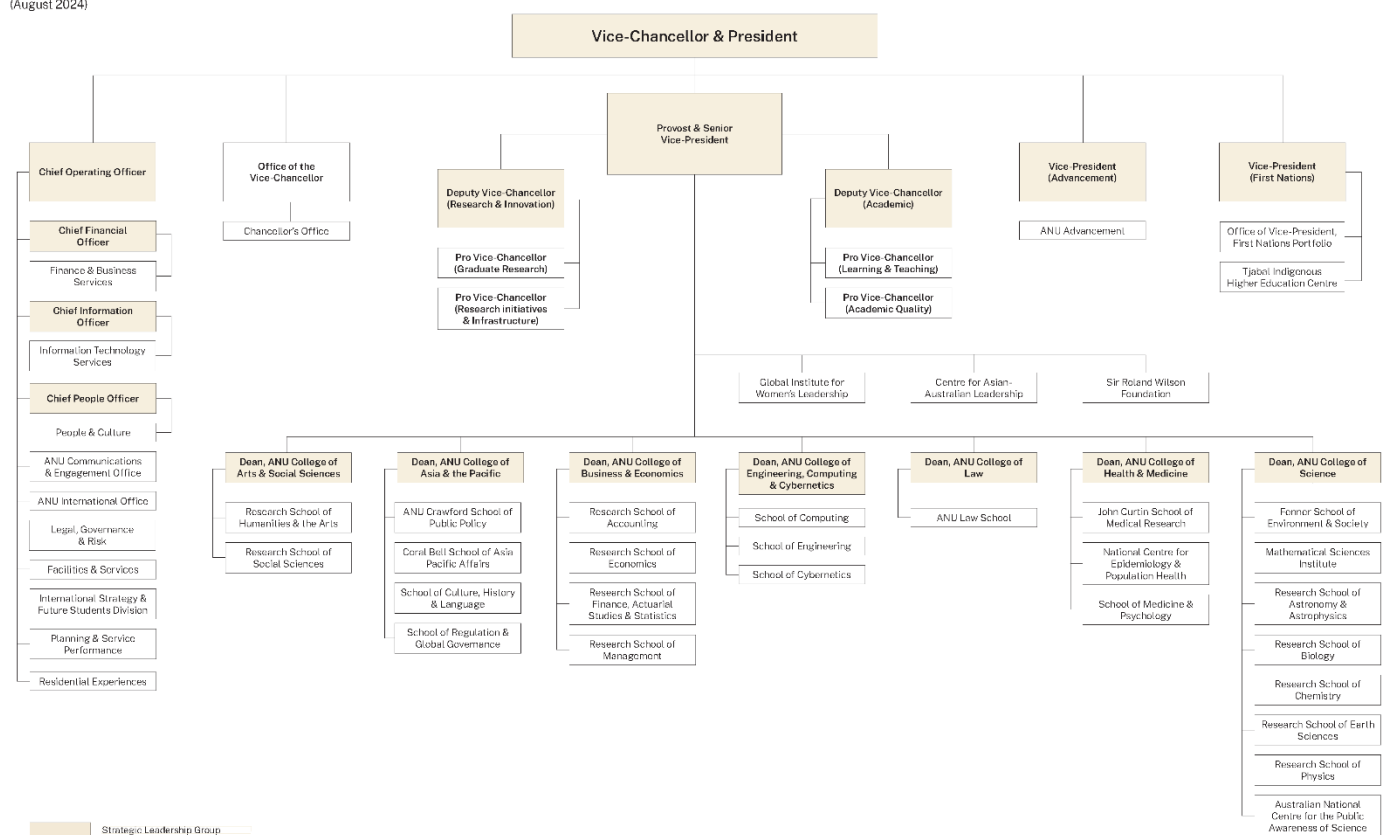


Current State – September 2024

# ANU Executive

## Organisational Structure

(August 2024)



## **ATTACHMENT 2: Lessons learnt from the ANU Recovery Plan**

In 2020, the University implemented a financial recovery plan ('the ANU Recovery Plan') to remove \$103.5M from its cost base. This was achieved through implementing financial controls to curb non-salary and salary expenditures. In 2020/21, 12\* Change Management processes were run across all Colleges and Portfolios.

\*Some plans were split into tranches. A total of 16 Change Management Plans were run in 2020/21.

### *Non-salary expenditure*

To the greatest extent possible, savings were focused on being achieved from non-salary costs. They were made in a variety of ways, including limiting the use of consultants, seeking alternatives to travel, energy efficiency, and improved procurement, as well as working arrangements that save on our space and utilities costs. We also looked in detail at how we could better provide exceptional, efficient services across the University, in particular avoiding duplication. Taken together non-salary savings were designed to contribute about half of our target 2020/21 target.

### *Salary expenditure*

In 2020-21, the ANU Recovery Plan saw a reduction of ~465 FTE staff at the University. This was achieved through voluntary separations, involuntary redundancies, natural attrition and hiring controls.

Additionally, the University staff generously deferred a pay rise (\$13.5M) which saw ~90 positions retained, along with reducing leave liabilities.

### *Targeted investment:*

In addition to reducing costs, the ANU Recovery Plan looked at investing in key areas for growth. These included: student experience, curriculum and micro-credentials, student diversity and recruitment, the First Nations Portfolio, ANU Experience – Inclusion, Diversity, Equity, Access (IDEA), ANU Below Zero, philanthropic funding, research and business development, reconceptualising contingent work and service performance.

## **Key learnings:**

The ANU Recovery Plan saw reductions to the cost base of the University in 2020/21 through a reduction in salary and non-salary costs. The reduction in headcount was largely achieved through voluntary separations (more than 50 per cent) and natural attrition. A key learning was that by removing headcount, led by staff, reductions were not strategically undertaken across the organisation. This saw the return of this headcount to replace missing or key roles within 12-months of staff departures, and at higher level than prior employment.

Secondly, the University did not invest in systems and operations to replace departing staff. This left resourcing gaps across teams and areas, which saw an increase in consultants and casual staff, at higher cost than recurrent salary expenditure. The lack of investment of systems and operations in this period also saw efficiency gaps and duplication across the organisation both emerge and increase.

The third learning was the proactive investment of resourcing. For example, the investment in Advancement to develop a philanthropic campaign saw an increased recurrent budget, however the increase to salary and non-salary costs did not equate to an increase in philanthropic funding return for ANU.

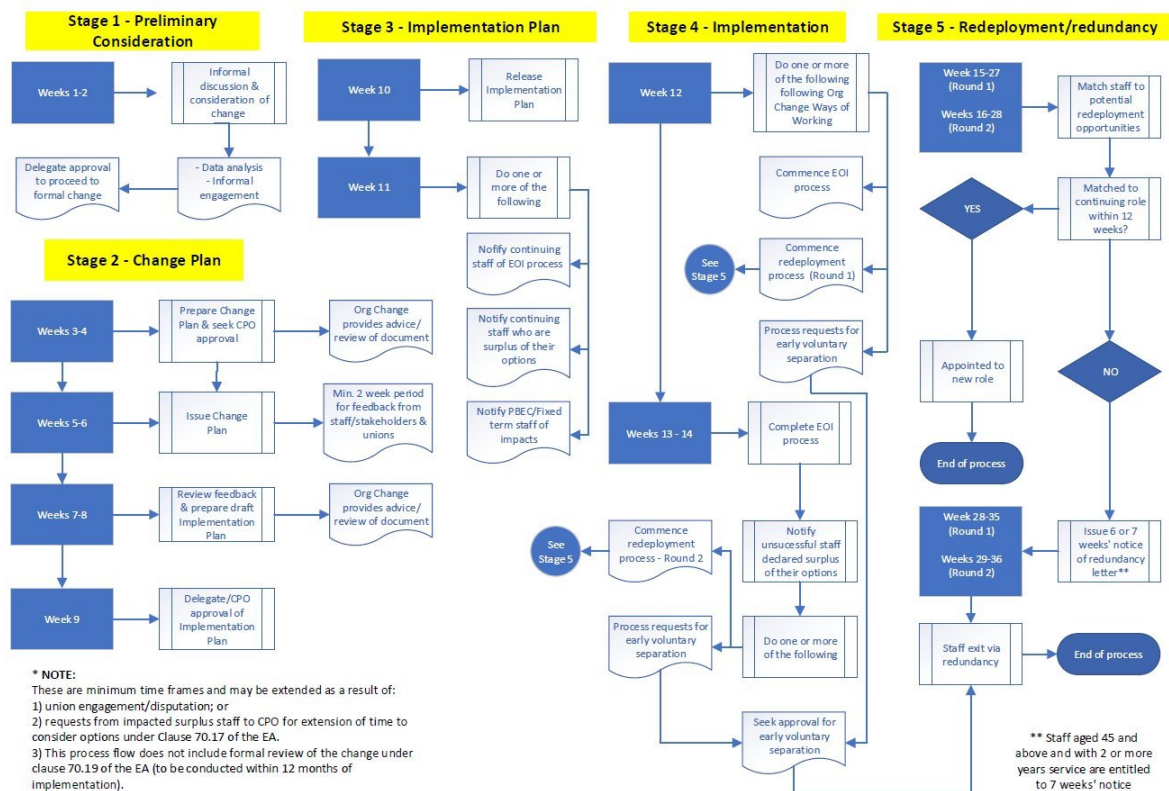
Finally, the ANU Recovery Plan did not focus on recasting the University's areas of priorities beyond the 2020/21 scope and landscape. There was limited work on expanding and evaluating the areas of research and administrative focus, rather, the Plan focused on reducing the out-going costs within the same operating environment.

## ATTACHMENT 3: MANAGING CHANGE AT THE UNIVERSITY

At the ANU, making major changes in employment requires a Change Proposal. These are governed by the Enterprise Agreement (EA) 2023-2026 and must follow a very precise schedule and flow (see below):

- Change Proposals require a full understanding of the workforce and the impact of the work where there are impacted roles, down to an individual level. The plan must provide the organisational design and structure to fit the rationale for the change.
- Individual communication to impacted staff must occur prior to the Change Proposals being released including a psychosocial risk assessment and risk mitigation.
- All change plans require a feedback period, normally 2 weeks. The feedback must be addressed and incorporated into the Implementation Plan.
- The minimum viable period from release of Change Proposals to Implementation Plan release is 3 weeks (depending on volume and complexity of feedback). Some elements of the Change Proposals may require adjustment.
- Prior to the release of the Implementation Plan, further communication to impacted staff will occur confirming final impacts of role and recruitment process that may be required.
- Timelines from implementation follow the requirements in the EA, including redeployment, notice and redundancy.

The flow for major change in employment:



#### ATTACHMENT 4: National and International Peer's Organisational Structures

Our national and international peers have a surprisingly wide range of structures. In the main, they are trending toward consolidation and differentiation.

The Go8 are a relatively homogenous set, reflecting their various histories, locations and sizes and stage of institutional maturity:

- **Sydney**: 8 faculties: Arts and Social Science; Engineering; Medicine and Health; Science; Architecture, Design and Planning; Business School; Conservatorium of Music; Law School;
- **UNSW**: 6 faculties: Art, Design and Architecture, Business School, Engineering, Law and Justice; Medicine and Health; Science
- **Melbourne**: 8 faculties: Architecture, building and Planning; Arts; Business and Economics; Engineering and Information Technology; Fine Arts and Music; Law School; Medicine, Dentistry and Health Sciences; Science.
- **Monash**: 10 faculties: Art, Design and Architecture; Arts; Business and Economics; Education; Engineering; Information Technology; Law, Medicine, Nursing and Health Sciences; Pharmacy and Pharmaceutical Sciences; Science.
- **Queensland**: 7 faculties: Business, Economics and Law; Engineering, Architecture and Information Technology; Health and Behavioural Sciences; Humanities, Arts and Social Sciences; Medicine; Science.
- **Western Australia**: 22 schools: Business,; Conservatorium of Music; Dental; Graduate School of Education; Law; Medicine; Oceans Graduate School; Allied Health; Biological Sciences; Biomedical Sciences; Design; Earth Sciences; Engineering; Human Sciences; Humanities; Indigenous Studies; Molecular Science; Physics, Maths and Computing; Population and Global Health; Psychological Science; Social Sciences; School of Agriculture and Environment

Our British peers have similar educational systems, shaped by centuries of historical precedent. The two most enduring universities have long standing structures, with some recent additions:

- **Oxford**: 4 academic divisions: Humanities; Mathematical, Physical and Life Sciences; Medical Sciences; Social Sciences
- **Cambridge**: 6 schools: Arts and Humanities; Biological Sciences; Clinical Medicine; Humanities and Social Sciences; Physical Sciences, Technology

Our American peers shaped by different structure of the undergraduate/graduate degree system and there is a great deal of heterogeneity.

- **Harvard**: Undergraduate Harvard College; John A Paulson School of Engineering and Applied Sciences; Kenneth C Griffin Graduate School of Arts and Sciences; Harvard Extension School; Business School; School of Dental Medicine; Graduate School of Design; Graduate School of Education; Kennedy School; Law School; Medical School; TH Chan School of Public Health; Radcliffe Institute for Advanced Studies
- **Yale**: Undergraduate Yale College; Graduate School of Arts and Sciences; School of Architecture; School of Art; Divinity School; David Geffen School of Drama; School of Engineering and Applied Science; School of the Environment; Law School; School of Management; School of Music; School of Nursing; School of Public Health; Jackson School of Global Affairs
- **Stanford**: Business; Education; Engineering; Humanities and Sciences; Law; Medicine; Sustainability
- **CalTech**: Biology and Biological Engineering; Chemistry and Chemical Engineering; Engineering and Applied Science; Geological and Planetary Sciences; Humanities and Social Sciences; Physics, Mathematics and Astronomy
- **MIT**: Engineering; Science; Humanities, Arts and Social Science; Schwarzman College of Computing; Sloan School of Management; School of Architecture and Planning
- **Princeton**: 4 academic divisions: humanities; natural sciences; social sciences; engineering.



## ATTACHMENT 5: Detailed Plans for College Realignment

College	Current State	Indicative new state	Activities for 2025
<b>CHM</b>	<b>3 Academic Units</b> <ul style="list-style-type: none"> <li>National Center for Epidemiology and Population Health</li> <li>Medicine and Psychology</li> <li>John Curtin School of Medical Research</li> </ul>	<b>College to be disestablished.</b> <b>0 Academic Units</b> <p>3 shifted out:</p> <ul style="list-style-type: none"> <li>National Center for Epidemiology and Population Health</li> <li>Medicine and Psychology</li> <li>John Curtin School of Medical Research</li> </ul>	<ul style="list-style-type: none"> <li>Complete Change plan if necessary</li> </ul>
<b>CAP</b>	<b>5 Academic Units</b> <ul style="list-style-type: none"> <li>Crawford School of Public Policy</li> <li>Coral Bell School of Asia and Public Affairs</li> <li>China in the World</li> <li>School of Culture, History and Language</li> <li>School of Regulation and Global Governance</li> </ul>	<b>5 Academic Units total</b> <p>2 shifted out:</p> <ul style="list-style-type: none"> <li>Crawford School of Public Policy</li> <li>School of Regulation and Global Governance</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to increase focus on Asia and the Pacific with targeted and strategic growth</li> </ul>
<b>COS</b>	<b>8 Academic Units</b> <ul style="list-style-type: none"> <li>Fenner School of Environment &amp; Society</li> <li>Mathematical Sciences Institute</li> <li>Research School of Astronomy &amp; Astrophysics</li> <li>Research School of Biology</li> <li>Research School of Chemistry</li> <li>Research School of Earth Sciences</li> <li>Research School of Physics</li> <li>Centre for the Public Awareness of Science</li> </ul>	<b>Renamed to College of Medicine and Science (COMS)</b> <b>7 Academic Units total</b> <p>2 acquired:</p> <ul style="list-style-type: none"> <li>Medicine and Psychology</li> <li>John Curtin School of Medical Research</li> </ul> <p>3 shifted out:</p> <ul style="list-style-type: none"> <li>Fenner School of Environment and Society</li> <li>Mathematical Sciences Institute</li> <li>Center for Public Awareness of Science</li> </ul>	<ul style="list-style-type: none"> <li>Integrate new schools</li> <li>Develop new strategic directions</li> <li>Opportunity to streamline and gain better efficiencies through targeted internal realignment in 2025</li> <li>Targeted activities to bring the College budget into alignment</li> </ul>
<b>CECC</b>	<b>3 Academic Units</b> <ul style="list-style-type: none"> <li>School of Computing</li> <li>School of Engineering</li> <li>School of Cybernetics</li> </ul>	<b>Renamed to College of Systems and Society (COSS)</b> <b>6 Academic Units total</b> <p>3 acquired:</p> <ul style="list-style-type: none"> <li>Fenner School of Environment and Society</li> <li>Mathematical Sciences Institute</li> <li>Center for Public Awareness of Science</li> </ul>	<ul style="list-style-type: none"> <li>Integrate new Schools</li> <li>Develop new strategic directions</li> <li>Commence international search for new Dean</li> </ul>
<b>COL</b>	<b>1 Academic Units</b> <ul style="list-style-type: none"> <li>School of Law</li> </ul>	<b>Renamed to College of Law, Policy and Governance (CLPG)</b> <b>5 Academic Units total</b> <p>4 acquired:</p> <ul style="list-style-type: none"> <li>Crawford School of Public Policy</li> <li>School of Regulation and Global Governance</li> <li>National Center for Epidemiology and Population Health</li> </ul>	<ul style="list-style-type: none"> <li>Integrate new School</li> <li>Develop new strategic direction</li> <li>Targeted reductions if necessary</li> </ul>

College	Current State	Indicative new state	Activities for 2025
<b>CBE</b>	<b>4 Academic Units</b> <ul style="list-style-type: none"> <li>– School of Economics</li> <li>– School of Management</li> <li>– School of Accounting</li> <li>– School of Finance, Actuarial Studies and Statistics</li> </ul>	<b>No change</b>	<ul style="list-style-type: none"> <li>• Steady state</li> </ul>
<b>CASS</b>	<b>18 Academic Units</b> <ul style="list-style-type: none"> <li>– Research School of Social Sciences (contains an additional 8 principal academic units)</li> <li>– Research School of Humanities and Arts (contains an additional 8 principal academic units)</li> </ul>	<b>No change</b>	<ul style="list-style-type: none"> <li>• Opportunity to streamline and gain better efficiencies through targeted internal realignment in 2025.</li> <li>• Targeted activities to bring the College budget into alignment</li> </ul>

**From:** [REDACTED]  
**To:** [Phillip Tweedie](#)  
**Cc:** [Louise Adena](#)  
**Subject:** RE: Exceptional Meeting of ANU Council  
**Date:** Monday, 23 September 2024 4:40:18 PM

---

Hi Phillip

This is a well articulated way forwards and has my wholehearted support.

**s22 - Access to edited copies with exempt or irrelevant matter deleted**

Thanks  
Alison

---

**From:** Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Sent:** Monday, 23 September 2024 4:01 PM  
**To:** Director Governance <director.governance@anu.edu.au>  
**Cc:** **s47F - Public Interest Conditional Exemptions - Personal Privacy**  
[REDACTED] Vice-Chancellor <vc@anu.edu.au>; Craig Moritz  
<craig.moritz@anu.edu.au>; Anthony Connolly <Tony.connolly@anu.edu.au>; Chancellor  
<chancellor@anu.edu.au>; [REDACTED] Liz Allen <liz.allen@anu.edu.au>;  
Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>; Megan Easton <megan.easton@anu.edu.au>;  
[REDACTED] padma.raman@pmc.gov.au; [REDACTED]  
**s47F - Public Interest Conditional Exemptions - Personal Privacy** Edan Habel  
<edan.habel@anu.edu.au>  
**Subject:** Re: Exceptional Meeting of ANU Council

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*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

I would be grateful if you could indicate whether you support the recommendation as written in the paper prior to 9am this Friday.

If you have any difficulties with timing or access or any queries or concerns please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

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Phillip

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**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

Dear All,

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Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
The Australian National University  
Canberra ACT 2600

T +61 2 6125 0395

M 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

*The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.*

**From:** [REDACTED]  
**To:** [Phillip Tweedie](#)  
**Cc:** [Director Governance](#); [REDACTED]; [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [Chancellor](#); [REDACTED]; [Liz Allen](#); [Lyndall Strazdins](#); [Megan Easton](#); [REDACTED]; [padma.raman@pmc.gov.au](#); [REDACTED]; [Edan Habel](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Wednesday, 25 September 2024 10:45:36 AM

---

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<https://www.scamwatch.gov.au/types-of-scams/email-scams#toc-warning-signs-it-might-be-a-scam>

Morning Phillip and colleagues all

Many thanks for the paper and I too support the recommendation.

I welcome the advice that there will be substantial discussion in February about further planning given the financial pressures and required end state.

Anne-Marie

On 23 Sep 2024, at 4:01 pm, Phillip Tweedie <[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)> wrote:

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Kind Regards,

Phillip

—

**Phillip Tweedie**  
University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 397F - Public Interest Conditional Exem  
[REDACTED]

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

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M: 397F - Public Interest Conditional Exem  
[REDACTED]

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Vice-Chancellor's Portfolio  
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T +61 2 6125 0395

M b77 - Public Interest Conditional

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code:  
00120C

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**From:** [Craig Moritz](#)  
**To:** [Phillip Tweedie](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Monday, 23 September 2024 4:20:02 PM

---

Dear Phillip

Thanks for making available the VC's presentation.

I support the recommendation.

Best, Craig

---

**From:** Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Date:** Monday, 23 September 2024 at 4:01 pm  
**To:** Director Governance <director.governance@anu.edu.au>  
**Cc:** s47F - Public Interest Conditional Exemptions - Personal Privacy  
[REDACTED] Vice-Chancellor <vc@anu.edu.au>, Craig Moritz  
<craig.moritz@anu.edu.au>, Anthony Connolly <Tony.connolly@anu.edu.au>, Chancellor  
<chancellor@anu.edu.au>, s47F - Public Interest Conditional Exemptions - Personal Privacy  
Liz Allen <liz.allen@anu.edu.au>, Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>,  
Megan Easton <megan.easton@anu.edu.au>, s47F - Public Interest Conditional Exemptions - Personal Privacy  
s47F - Public Interest Conditional Exemptions - Personal Privacy padma.raman@pmc.gov.au  
<padma.raman@pmc.gov.au>, s47F - Public Interest Conditional Exemptions - Personal Privacy  
[REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy  
[REDACTED] Edan Habel <edan.habel@anu.edu.au>  
**Subject:** Re: Exceptional Meeting of ANU Council

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Kind Regards,

Phillip

—  
**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: director.governance@anu.edu.au

M: 347F - Public Interest Conditional Exem  
[REDACTED]

---

**From:** Director Governance <director.governance@anu.edu.au>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

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—  
**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: director.governance@anu.edu.au

M: 347F - Public Interest Conditional Exem  
[REDACTED]

---

**From:** director.governance@anu.edu.au

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

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M 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

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**From:** [Edan Habel](#)  
**To:** [Phillip Tweedie](#)  
**Cc:** [Director Governance](#); [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [Chancellor](#); [Liz Allen](#); [Lyndall Strazdins](#); [Megan Easton](#); [padma.raman@pmc.gov.au](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Wednesday, 25 September 2024 12:24:15 PM

---

Hi Phillip,

Thank you for the paper, I support the recommendation outlined in the paper and in the presentation.

Best,

Edan

---

**From:** Anne-Marie Schwirtlich <amschwirtlich@gmail.com>  
**Sent:** Wednesday, 25 September 2024 10:45 AM  
**To:** Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Cc:** Director Governance <director.governance@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); Vice-Chancellor <vc@anu.edu.au>; Craig Moritz <craig.moritz@anu.edu.au>; Anthony Connolly <Tony.connolly@anu.edu.au>; Chancellor <chancellor@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) Liz Allen <liz.allen@anu.edu.au>; Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>; Megan Easton <megan.easton@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); padma.raman@pmc.gov.au <padma.raman@pmc.gov.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) Edan Habel <edan.habel@anu.edu.au>  
**Subject:** Re: Exceptional Meeting of ANU Council

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<https://www.scamwatch.gov.au/types-of-scams/email-scams#toc-warning-signs-it-might-be-a-scam>

Morning Phillip and colleagues all

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Anne-Marie

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Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

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*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

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Phillip

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University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: b47f - Public Interest Conditional Exem

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

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**From:** [Vice-Chancellor](#)  
**To:** [Phillip Tweedie](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Tuesday, 24 September 2024 6:57:27 AM

---

Obviously I endorse the recommendations but let me type it officially. Endorsed!!

s22 - Access to edited copies with exempt or irrelevant matter deleted

---

**From:** Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Sent:** Monday, September 23, 2024 4:01:18 PM  
**To:** Director Governance <director.governance@anu.edu.au>  
**Cc:** s47F - Public Interest Conditional Exemptions - Personal Privacy  
[REDACTED] Vice-Chancellor <vc@anu.edu.au>; Craig Moritz  
<craig.moritz@anu.edu.au>; Anthony Connolly <Tony.connolly@anu.edu.au>; Chancellor  
<chancellor@anu.edu.au>; s47F - Public Interest Conditional Exemptions - Personal Privacy Liz  
Allen <liz.allen@anu.edu.au>; Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>; Megan Easton  
<megan.easton@anu.edu.au>; s47F - Public Interest Conditional Exemptions - Personal Privacy  
[REDACTED] padma.raman@pmc.gov.au <padma.raman@pmc.gov.au>;  
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Phillip

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**Phillip Tweedie**  
University Secretary



Corporate Governance & Risk Office

E: director.governance@anu.edu.au

M: SA/FP - Public Interest Conditional Exem

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University Secretary

Corporate Governance & Risk Office

E: director.governance@anu.edu.au

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**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

Dear All,

This is the calendar invitation for the **Exceptional Meeting of ANU Council** scheduled for **Monday 23 September**.

The Council meeting is scheduled to commence at **11.00am (AEST) for Council members**.

The meeting is scheduled to conclude by 12.30pm and will be held online via Zoom, a link will be provided shortly.

Please do not hesitate to let myself or Phillip Tweedie ([phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)) know if you have any questions.

Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
The Australian National University  
Canberra ACT 2600

T +61 2 6125 0395

M 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

*The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.*

**From:** [Chancellor](#)  
**To:** [Phillip Tweedie](#); [Director Governance](#)  
**Cc:** [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [Liz Allen](#); [Lyndall Strazdins](#); [Megan Easton](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [padma.raman@pmc.gov.au](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [Edan Habel](#)  
**Subject:** RE: Exceptional Meeting of ANU Council  
**Date:** Tuesday, 24 September 2024 6:14:05 PM

---

Dear Phillip

I support the recommendations as presented at the meeting and detailed in the paper.

Kind regards

Julie

**Office of the Chancellor**

Australian National University  
Perth Office  
EXCHANGE TOWER  
Level 20, 2 The Esplanade  
Perth Western Australia 6000

P: GPO Box 2559 St Georges Tce WA 6831

T: [s47F - Public Interest Conditional Exemptions - Personal Privacy](#)

E: [Chancellor@anu.edu.au](mailto:Chancellor@anu.edu.au)

W: [www.anu.edu.au](http://www.anu.edu.au)

CRICOS Provider #00120C

---

**From:** Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Sent:** Monday, 23 September 2024 2:01 PM  
**To:** Director Governance <director.governance@anu.edu.au>  
**Cc:** [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); Vice-Chancellor <vc@anu.edu.au>; Craig Moritz <craig.moritz@anu.edu.au>; Anthony Connolly <Tony.connolly@anu.edu.au>; Chancellor <chancellor@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); Liz Allen <liz.allen@anu.edu.au>; Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>; Megan Easton <megan.easton@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [padma.raman@pmc.gov.au](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) Edan Habel <edan.habel@anu.edu.au>  
**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues,

As discussed this morning, the Vice-Chancellor's paper has been made available via the Secure Server for your consideration.

*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

I would be grateful if you could indicate whether you support the recommendation as written in the paper prior to 9am this Friday.

If you have any difficulties with timing or access or any queries or concerns please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M:

6/7/24 - Public Interest Conditional Exemption

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues

The pack for Monday's meeting is now available on the Secure Server.

*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

If you have any difficulties with access please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

Dear All,

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Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
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TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

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**Subject:** Re: Exceptional Meeting of ANU Council

**Date:** Monday 23 September 2024 at 09:17:55 Australian Eastern Standard Time

**From:** Larry Marshall

**To:** Director Governance, Julie Bishop

**CC:** Genevieve Bell, Vice-Chancellor EA, Vice-Chancellor EO, Alison Kitchen bigpond

**Please Note:** This email *did not* come from ANU. Be careful of any request to buy gift cards or other items for senders outside of ANU. Learn why this is important.

<https://www.scamwatch.gov.au/types-of-scams/email-scams#toc-warning-signs-it-might-be-a-scam>

Dear Julie,

I'm at MIT this week so unable to make the call today.

Genevieve kindly walked me through the proposal, and I must say she has crafted an excellent plan to move forward with a realignment of the ANU. It won't be an easy path to walk, but we must lean in hard now to support our excellent VC.

I support all of Genevieve's proposals - specifically, variation of the whole of university structure, disestablishment of a college, & variation of the names of 3 colleges.

Genevieve has walked us through all of the steps leading to these decisions over the past few months, the financial situation is clear as is the solution, so I don't believe there is need for further discussions - now is the time to act. If there is anything else I can do to help, please don't hesitate to reach out.

Larry.

Dr. Larry R. Marshall



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s22 - Access to edited copies with exempt or irrelevant matter deleted

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Sent:** Thursday, September 19, 2024 7:41:24 PM

**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues

The pack for Monday's meeting is now available on the Secure Server.

*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

If you have any difficulties with access please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

Dear All,

This is the calendar invitation for the **Exceptional Meeting of ANU Council** scheduled for **Monday 23 September**.

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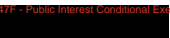
Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
The Australian National University  
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T +61 2 6125 0395

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*The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.*





**From:** [Liz Allen](#)  
**To:** [Phillip Tweedie](#)  
**Cc:** [Director Governance](#); [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [Chancellor](#); [Edan Habel](#); [Lyndall Strazdins](#); [Megan Easton](#); [padma.raman@pmc.gov.au](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Thursday, 26 September 2024 1:33:58 PM

---

Dear Phillip,

Thank you for the paper.

I support recommendations 1, 2 and 3a that Council was asked to approve. I have reservations about items 3b and 3c, concerning naming. Specifically, I am concerned:

- grammatically and logically science would come first. I understand the sensitivities here in listing one first and the resulting acronym, but I find the naming clunky and worry about the public-facing impact.
- the inclusion of society in the name at 3c lacks clarity of the strengths in the grouping for public-facing impact, and may cause confusion and conflict concerning the work of another college that includes the word social. (Noting nobody has exclusive rights on social/society.)

Is there opportunity to postpone items 3b and 3c for a more in-depth discussion?

Best wishes

Liz

**Dr Liz Allen**

Demographer, Senior Lecturer  
POLIS Centre for Social Policy Research  
The Australian National University  
Acton ACT 2601  
[liz.allen@anu.edu.au](mailto:liz.allen@anu.edu.au)  
@DrDemography

---

**From:** Edan Habel <Edan.Habel@anu.edu.au>  
**Date:** Wednesday, 25 September 2024 at 12:24 pm  
**To:** amschwirtlich <amschwirtlich@gmail.com>, Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Cc:** Director Governance <director.governance@anu.edu.au>, [Vice-Chancellor](#) <vc@anu.edu.au>, [Craig Moritz](#) <craig.moritz@anu.edu.au>, [Anthony Connolly](#) <Tony.connolly@anu.edu.au>, [Chancellor](#) <chancellor@anu.edu.au>, [Lyndall Strazdins](#) <Lyndall.Strazdins@anu.edu.au>, [Megan Easton](#) <megan.easton@anu.edu.au>, [padma.raman@pmc.gov.au](#) <Padma.Raman@pmc.gov.au>

**s47F - Public Interest Conditional Exemptions - Personal Privacy**

**Subject:** Re: Exceptional Meeting of ANU Council

Hi Phillip,

Thank you for the paper, I support the recommendation outlined in the paper and in the presentation.

Best,

Edan

---

**From:** Anne-Marie Schwirtlich <amschwirtlich@gmail.com>

**Sent:** Wednesday, 25 September 2024 10:45 AM

**To:** Phillip Tweedie <phillip.tweedie@anu.edu.au>

**Cc:** Director Governance <director.governance@anu.edu.au>; [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy; [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy; Vice-Chancellor <vc@anu.edu.au>; Craig Moritz <craig.moritz@anu.edu.au>; Anthony Connolly <Tony.connolly@anu.edu.au>; Chancellor <chancellor@anu.edu.au>; [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy Liz Allen <liz.allen@anu.edu.au>; Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>; Megan Easton <megan.easton@anu.edu.au>; [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED] padma.raman@pmc.gov.au <padma.raman@pmc.gov.au>;

[REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED] Edan Habel <edan.habel@anu.edu.au>

**Subject:** Re: Exceptional Meeting of ANU Council

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<https://www.scamwatch.gov.au/types-of-scams/email-scams#toc-warning-signs-it-might-be-a-scam>

Morning Phillip and colleagues all

Many thanks for the paper and I too support the recommendation.

I welcome the advice that there will be substantial discussion in February about further planning given the financial pressures and required end state.

Anne-Marie

On 23 Sep 2024, at 4:01 pm, Phillip Tweedie <[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)> wrote:

Dear Colleagues,

As discussed this morning, the Vice-Chancellor's paper has been made available via the Secure Server for your consideration.

*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

I would be grateful if you could indicate whether you support the recommendation as written in the paper prior to 9am this Friday.

If you have any difficulties with timing or access or any queries or concerns please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues

The pack for Monday's meeting is now available on the Secure Server.

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Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

Dear All,

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Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office

Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
The Australian National University  
Canberra ACT 2600

T +61 2 6125 0395

M: 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

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**From:** [Lyndall Strazdins](#)  
**To:** [Phillip Tweedie](#)  
**Cc:** [Director Governance](#)  
**Subject:** RE: Exceptional Meeting of ANU Council  
**Date:** Monday, 23 September 2024 4:31:49 PM

---

Dear Phillip,

I approve (1) the variation in structure and (2) the disestablishment of CHM. I approve (3) the renaming of the three Colleges to reflect a new focus and composition, with the request that the names are finalized after a period of consultation and input from the campus.

With warm wishes

Lyndall

---

**From:** Phillip Tweedie <phillip.tweedie@anu.edu.au>  
**Sent:** Monday, 23 September 2024 4:01 PM  
**To:** Director Governance <director.governance@anu.edu.au>  
**Cc:** [s47F - Public Interest Conditional Exemptions - Personal Privacy](#)  
[REDACTED] Vice-Chancellor <vc@anu.edu.au>; Craig Moritz <craig.moritz@anu.edu.au>; Anthony Connolly <Tony.connolly@anu.edu.au>; Chancellor <chancellor@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); Liz Allen <liz.allen@anu.edu.au>; Lyndall Strazdins <Lyndall.Strazdins@anu.edu.au>; Megan Easton <megan.easton@anu.edu.au>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#); padma.raman@pmc.gov.au; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#)  
[s47F - Public Interest Conditional Exemptions - Personal Privacy](#) Edan Habel <edan.habel@anu.edu.au>  
**Subject:** Re: Exceptional Meeting of ANU Council

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If you have any difficulties with timing or access or any queries or concerns please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues

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Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

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Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
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T +61 2 6125 0395

M 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

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**Subject:** RE: Exceptional Meeting of ANU Council  
**Date:** Tuesday 24 September 2024 at 12:25:24 Australian Eastern Standard Time  
**From:** Megan Easton  
**To:** Phillip Tweedie

Dear Phillip

I support the recommendations as presented at the meeting and captured in the paper.

Thank you

Megan

---

**From:** Phillip Tweedie <[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)>  
**Sent:** Monday, September 23, 2024 4:01 PM  
**To:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>  
**Cc:** s47F - Public Interest Conditional Exemptions - Personal Privacy  
Vice-Chancellor <[vc@anu.edu.au](mailto:vc@anu.edu.au)>; Craig Moritz <[craig.moritz@anu.edu.au](mailto:craig.moritz@anu.edu.au)>; Anthony Connolly  
<[Tony.connolly@anu.edu.au](mailto:Tony.connolly@anu.edu.au)>; Chancellor <[chancellor@anu.edu.au](mailto:chancellor@anu.edu.au)>; s47F - Public Interest Conditional Exemptions - Personal Privacy  
Liz Allen <[liz.allen@anu.edu.au](mailto:liz.allen@anu.edu.au)>; Lyndall Strazdins <[Lyndall.Strazdins@anu.edu.au](mailto:Lyndall.Strazdins@anu.edu.au)>; Megan Easton  
<[megan.easton@anu.edu.au](mailto:megan.easton@anu.edu.au)>; s47F - Public Interest Conditional Exemptions - Personal Privacy [padma.raman@pmc.gov.au](mailto:padma.raman@pmc.gov.au);  
s47F - Public Interest Conditional Exemptions - Personal Privacy s47F - Public Interest Conditional Exemptions - Personal Privacy  
Edan Habel <[edan.habel@anu.edu.au](mailto:edan.habel@anu.edu.au)>  
**Subject:** Re: Exceptional Meeting of ANU Council

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Kind Regards,

Phillip

—

**Phillip Tweedie**  
University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

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Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

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Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
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T +61 2 6125 0395

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**From:** [Raman, Padma](#)  
**To:** [Chancellor](#); [Phillip Tweedie](#); [Director Governance](#)  
**Cc:** [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [Liz Allen](#); [Lyndall Strazdins](#); [Megan Easton](#); [Edan Habel](#)  
**Subject:** RE: Exceptional Meeting of ANU Council [SEC=OFFICIAL]  
**Date:** Tuesday, 24 September 2024 10:20:02 PM

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## OFFICIAL

Hi Phillip

Thanks for the thorough paper. I too am happy to support the recommendations outlined. I am not sure I completely understand the renaming of Engineering, Computing and Cybernetics to Systems and Society. I unfortunately wasn't in the part of the presentation that outlined the rationale. [s22 - Access to edited copies with exempt or irrelevant matter deleted](#)

Given Council members heard the rationale for the renaming and are happy with it, I am happy to support the recommendations.

Warm regards

Padma

---

**From:** Chancellor <[chancellor@anu.edu.au](mailto:chancellor@anu.edu.au)>  
**Sent:** Tuesday, 24 September 2024 6:14 PM  
**To:** Phillip Tweedie <[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)>; Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>  
**Cc:** [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) [Vice-Chancellor](#) <[vc@anu.edu.au](mailto:vc@anu.edu.au)>; [Craig Moritz](#) <[craig.moritz@anu.edu.au](mailto:craig.moritz@anu.edu.au)>; [Anthony Connolly](#) <[Tony.connolly@anu.edu.au](mailto:Tony.connolly@anu.edu.au)>; [Liz Allen](#) <[liz.allen@anu.edu.au](mailto:liz.allen@anu.edu.au)>; [Lyndall Strazdins](#) <[Lyndall.Strazdins@anu.edu.au](mailto:Lyndall.Strazdins@anu.edu.au)>; [Megan Easton](#) <[Megan.Easton@anu.edu.au](mailto:Megan.Easton@anu.edu.au)>; [Raman, Padma](#) <[Padma.Raman@pmc.gov.au](mailto:Padma.Raman@pmc.gov.au)>; [s47F - Public Interest Conditional Exemptions - Personal Privacy](#) [Edan Habel](#) <[Edan.Habel@anu.edu.au](mailto:Edan.Habel@anu.edu.au)>  
**Subject:** RE: Exceptional Meeting of ANU Council

Dear Phillip

I support the recommendations as presented at the meeting and detailed in the paper.

Kind regards

Julie

Office of the Chancellor

Australian National University  
Perth Office  
EXCHANGE TOWER  
Level 20, 2 The Esplanade  
Perth Western Australia 6000

P: GPO Box 2559 St Georges Tce WA 6831

T: [REDACTED]

E: [Chancellor@anu.edu.au](mailto:Chancellor@anu.edu.au)

W: [www.anu.edu.au](http://www.anu.edu.au)

CRICOS Provider #00120C

---

**From:** Phillip Tweedie <[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)>

**Sent:** Monday, 23 September 2024 2:01 PM

**To:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Cc:** [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED] Vice-Chancellor <[vc@anu.edu.au](mailto:vc@anu.edu.au)>; Craig Moritz  
<[craig.moritz@anu.edu.au](mailto:craig.moritz@anu.edu.au)>; Anthony Connolly <[Tony.connolly@anu.edu.au](mailto:Tony.connolly@anu.edu.au)>; Chancellor  
<[chancellor@anu.edu.au](mailto:chancellor@anu.edu.au)>; [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy Liz Allen <[liz.allen@anu.edu.au](mailto:liz.allen@anu.edu.au)>;  
Lyndall Strazdins <[Lyndall.Strazdins@anu.edu.au](mailto:Lyndall.Strazdins@anu.edu.au)>; Megan Easton <[megan.easton@anu.edu.au](mailto:megan.easton@anu.edu.au)>;  
[REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy padma.raman@pmc.gov.au; [REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy  
[REDACTED] s47F - Public Interest Conditional Exemptions - Personal Privacy Edan Habel  
<[edan.habel@anu.edu.au](mailto:edan.habel@anu.edu.au)>

**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues,

As discussed this morning, the Vice-Chancellor's paper has been made available via the Secure Server for your consideration.

*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

I would be grateful if you could indicate whether you support the recommendation as written in the paper prior to 9am this Friday.

If you have any difficulties with timing or access or any queries or concerns please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

Dear Colleagues

The pack for Monday's meeting is now available on the Secure Server.

*University Council > 1-2024 Meetings > 7. September 23 – Council Meeting*

If you have any difficulties with access please let me know.

Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary  
Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

**Location:** Zoom

Dear All,

This is the calendar invitation for the **Exceptional Meeting of ANU Council** scheduled for **Monday 23 September**.

The Council meeting is scheduled to commence at **11.00am (AEST) for Council members.**  
The meeting is scheduled to conclude by 12.30pm and will be held online via Zoom, a link will be provided shortly.

Please do not hesitate to let myself or Phillip Tweedie ([phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)) know if you have any questions.

Best,

**Monica McGrath**

Senior Administrator, Corporate Governance and Risk Office  
Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office  
Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
The Australian National University  
Canberra ACT 2600

T +61 2 6125 0395

M 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code: 00120C

*The Australian National University acknowledges, celebrates and pays our respects to the Ngunnawal and Ngambri people of the Canberra region and to all First Nations Australians on whose traditional lands we meet and work, and whose cultures are among the oldest continuing cultures in human history.*

---

**IMPORTANT:** This message, and any attachments to it, contains information that is confidential and may also be the subject of legal professional or other privilege. If you are not the intended recipient of this message, you must not review, copy, disseminate or disclose its contents to any other party or take action in reliance of any material contained within it. If you have received this message in error, please notify the sender immediately by return email informing them of the mistake and delete all copies of the message from your computer system.

---

**From:** [REDACTED]  
**Cc:** [Phillip Tweedie](#); [Director Governance](#); [REDACTED]; [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [Chancellor](#); [REDACTED]; [Liz Allen](#); [Lyndall Strazdins](#); [Megan Easton](#); [padma.raman@pmc.gov.au](#); [REDACTED]; [Edan Habel](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Tuesday, 24 September 2024 4:50:40 PM

---

Thanks Phillip  
Supported

Rob Whitfield AM

On 24 Sep 2024, at 11:27 AM, Sarah Pearson

[REDACTED] wrote:

Thanks Phillip - really clear paper - well done to all.

I support the recommendations as presented at the meeting and captured in the paper.

Thanks

SP

On Mon, Sep 23, 2024 at 4:01 PM Phillip Tweedie  
<[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)> wrote:

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Kind Regards,

Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: s47F - Public Interest Conditional Exem

---

**From:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Date:** Friday, 20 September 2024 at 09:41

**To:**

**Subject:** Re: Exceptional Meeting of ANU Council

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Phillip

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**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: WFF - Public Interest Conditional Exem

---

**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)  
**When:** 11:00 - 12:30 23 September 2024  
**Subject:** Exceptional Meeting of ANU Council  
**Location:** Zoom

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Executive Assistant to the Director, Phillip Tweedie

Corporate Governance and Risk Office

Vice-Chancellor's Portfolio  
Baldessin Building, 110 Ellery Street  
The Australian National University  
Canberra ACT 2600

T +61 2 6125 0395

M s47f - Public Interest Conditional

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

TEQSA Provider ID: PRV12002 (Australian University) | CRICOS Provider Code:  
00120C

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--

Adj Prof Sarah Pearson, FTSE, GAICD, DPhil (Oxon)  
Non-Executive Director (RACQ, RFDS QLD & Foundation, ANU Council,  
FIRB), Venture Capital & Impact Investor (Main Sequence Ventures, IIX),  
STEM & Innovation advocate (Inspiring Australia QLD)  
Applying Innovation & Science for Social, Economic & Environmental  
impact

Mobile: s47f - Public Interest Conditional

<https://www.linkedin.com/in/sarahpearsoninnovation/>

<https://twitter.com/InnovationSarah>



**From:** [REDACTED]  
**To:** [Phillip Tweedie](#)  
**Cc:** [Director Governance](#); [Vice-Chancellor](#); [Craig Moritz](#); [Anthony Connolly](#); [Chancellor](#); [Liz Allen](#); [Lyndall Strazdins](#); [Megan Easton](#); [padma.raman@pmc.gov.au](#); [Edan Habel](#)  
**Subject:** Re: Exceptional Meeting of ANU Council  
**Date:** Tuesday, 24 September 2024 11:27:37 AM

---

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Thanks

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Kind Regards,

Phillip

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**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: b47f - Public Interest Conditional Exem

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**Date:** Friday, 20 September 2024 at 09:41

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Phillip

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**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

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M: 

[Monica.McGrath@anu.edu.au](mailto:Monica.McGrath@anu.edu.au)

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Venture Capital & Impact Investor (Main Sequence Ventures, IIX), STEM & Innovation  
advocate (Inspiring Australia QLD)

Applying Innovation & Science for Social, Economic & Environmental impact

Mobile: [REDACTED]

<https://www.linkedin.com/in/sarahpearsoninnovation/>

<https://twitter.com/InnovationSarah>



**Subject:** Re: Exceptional Meeting of ANU Council

**Date:** Tuesday 24 September 2024 at 12:55:53 Australian Eastern Standard Time

**From:** Anthony Connolly

**To:** Phillip Tweedie

Hi Phillip,

I don't believe I have a vote on this – but, for the information of Council, I support the recommendation in the paper.

Kind regards,

Tony

Professor Anthony J. Connolly

Dean, ANU College of Law

Chair, University Academic Board

Australian National University

Canberra ACT 2600

Australia

P: +61 2 6125 4123

Email: [tony.connolly@anu.edu.au](mailto:tony.connolly@anu.edu.au)

Web: <https://lawschool.anu.edu.au/people/anthony-connolly>

---

**From:** Phillip Tweedie <[phillip.tweedie@anu.edu.au](mailto:phillip.tweedie@anu.edu.au)>

**Date:** Monday, 23 September 2024 at 4:01 PM

**To:** Director Governance <[director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)>

**Cc:** s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED] Vice-Chancellor <[vc@anu.edu.au](mailto:vc@anu.edu.au)>, Craig Moritz <[craig.moritz@anu.edu.au](mailto:craig.moritz@anu.edu.au)>, Anthony Connolly <[Tony.connolly@anu.edu.au](mailto:Tony.connolly@anu.edu.au)>, Chancellor <[chancellor@anu.edu.au](mailto:chancellor@anu.edu.au)>, s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED], Liz Allen <[liz.allen@anu.edu.au](mailto:liz.allen@anu.edu.au)>, Lyndall Strazdins <[Lyndall.Strazdins@anu.edu.au](mailto:Lyndall.Strazdins@anu.edu.au)>, Megan Easton <[megan.easton@anu.edu.au](mailto:megan.easton@anu.edu.au)>, s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED]

[padma.raman@pmc.gov.au](mailto:padma.raman@pmc.gov.au) <[padma.raman@pmc.gov.au](mailto:padma.raman@pmc.gov.au)>, s47F - Public Interest Conditional Exemptions - Personal Privacy

[REDACTED]

Edan Habel

<[edan.habel@anu.edu.au](mailto:edan.habel@anu.edu.au)>

**Subject:** Re: Exceptional Meeting of ANU Council

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Phillip

—

**Phillip Tweedie**

University Secretary

Corporate Governance & Risk Office

E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

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Phillip

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**Phillip Tweedie**

University Secretary

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E: [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

M: 

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**From:** [director.governance@anu.edu.au](mailto:director.governance@anu.edu.au)

**When:** 11:00 - 12:30 23 September 2024

**Subject:** Exceptional Meeting of ANU Council

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M 

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